INDIVIDUAL CAREER MANAGEMENT PRACTICE (ICMP) IMPACT ON ORGANIZATIONAL COMMITMENT (OC). EMPIRICAL ANALYSIS

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Abstract

The landscape of Individual Career Management Practices (ICMP) has evolved significantly recently. This empirical analysis aims to discover ICMP, organizational commitment and also mediating role of IEP. Drawing on COR theory, this study explores the intricate interplay between individual internal employability perception (IEP), career management practices (ICMP), and organizational commitment (OC). We investigate not only the direct impact of employability perceptions but also antecedents shaping these perceptions. Building on the perspective of Chiesa et al. (2020), study also explores mediating potential role of IEP in elucidating relationship between ICMP and OC. The study employs Structural Equations Modeling (SEM) and Partial Least Squares (PLS) to analyze data gathered from individuals across various industries in Pakistan. The findings provide robust support for the positive relationship between ICMP and IEP (H1) and the association between ICMP and OC (H2). The study reveals significant indirect effects, indicating the mediating role of internal employability perceptions between ICMP and organizational commitment (H3). This research contributes to the existing knowledge by addressing gaps and offering practical implications for both individuals and organizations. The positive correlations identified underscore the importance of effective ICMP in enhancing internal employability perceptions and organizational commitment, ultimately fostering a more resilient and engaged workforce.

Introduction

Individual career management practices (ICMP) have undergone significant alterations and new views as a result of economic and social developments that occurred over the past few decades. Organizational management, hierarchical advancement, and long tenure have gradually disappeared from traditional career management systems (Hirschi & Koen, 2021). This erosion has occurred in several studies. According to Haridas, Ture & Nayanpally (2022), individuals in today's society are aware that organizations no longer provide lifelong employment opportunities and that they are responsible for managing their careers. Several scholars, such as Abga & Bello (2023) and Hirschi & Koen (2021), have highlighted how organization plays key role in individual careers. In the new career paradigm, this position entails developing programs and tools that help employees achieve their professional goals (Mo et al., 2022). Research conducted by Abga & Bello (2023) and Haridas et al. (2022) supports this claim. Many studies confirmed the significance of ICMP for organizations and individuals, and findings indicate that these strategies have considerable effects on important employee outcomes. It has been shown that job attitudes (Miao et al., 2021) and turnover intentions (Haridas, Ture & Nayanpally, 2022) are two of the outcomes that have received the greatest attention from researchers due to their extensive research. However, as Niati, Siregar & Prayoga (2021) pointed out, there hasn't been a lot of research that has simultaneously addressed ICMP. We investigate ICMP in an effort to determine the distinct effect that each of these practices has on the individual results that they have on those outcomes. As the job market becomes turbulent and precarious, it becomes increasingly important for individuals to acquire and keep positions in both internal and external markets (Federici et al., 2021). For work insecurity to be minimized, individuals must be capable of finding and maintaining a position in the workplace. Several studies explain that IEP matters more than objective measures (Succi & Canovi, 2020). This is because individuals tend to act more on the basis of their perceptions than they do on objective facts. In Engel et al. (2017), individual employability perceptions divided into two categories: internal employability perceptions and external employability perception. A position within a company or on the outside market is a measure of one's chances of finding or

keeping a job. Relatively little attention has been paid to perceptions of internal employability in previous studies. Several examples have been given by (Moreira et al., 2020; Tee et al., 2021). Individuals and enterprises can benefit from a positive perception of internal employability. Employees gain skills, knowledge, and relationships that enhance their value to organizations by engaging in practices that improve internal employability. Consequently, the business reaps the benefits of the newly acquired skills and information that increase flexibility and productivity. Murray & Holmes (2021) state that loyal and committed employees appreciate the company's efforts. ICMP and OC are analyzed using the Conservation of Resources (COR) hypothesis. Several studies have been conducted by Bargsted et al. (2021) that support this theory. The COR theory was explained by Soares & Mosquera (2021), and it proposes that people exert effort in order to acquire and preserve the resources that they consider to be of high value or importance to them. There are many different types of resources, including things, personal attributes, situations, and energies. In addition, the theory proposes that individuals make an effort to accumulate a surplus of resources in order to lessen the likelihood of experiencing a loss in the future. This can be accomplished by making use of the resources that they already own or by making use of resources that are present in their surroundings. In the current investigation, we try to test a more thorough model in which not only the impacts of perceptions of employability but also perceptions of antecedents are investigated. So, we adhere to the viewpoint of Chiesa et al. (2020) that employability perceptions could explain the relationship between ICMP and OC. For instance, individuals could have the impression that their employability is in jeopardy if there are no management processes in place for their careers inside the firm. They might decide to reduce their commitment to the organization as a consequence of this, or they can decide to strengthen their plans to leave the company. One of the most important components of the COR theory is stress. According to this theory, stress is caused by the possibility or actual loss of resources, and individuals become relieved from stress by engaging in activities that involve resource creation. A number of studies on ICMP and OC have utilized COR theory as the theoretical foundation (e.g., Bakker et al., 2023). However, there hasn't been much research on how career management methods relate to OC views of internal employability. This study also includes factors related to ICMP and employability. In this study, three issues that have not been adequately addressed in the literature will be addressed to contribute regarding career management's effects on individual

outcomes: the unique implications of individual career management on OC, the function that views of IEP play as a mediator; An empirical study is being carried out with individuals who are engaged in a range of businesses in Pakistan. This study aims to fulfill these objectives. Due to the fact that we aim to analyze a framework that takes into account a variety of different interactions, the researcher utilizes (SEM) and Smart-(PLS). The literature study carried out in advance will be the topic of discussion in the next part. This review contributed to study model and hypotheses development.

Literature Review

Three individual outcomes will be examined: organizational commitment, ICMP, and IEP. Individual career management methods will be examined in relation to these outcomes. Additionally, we investigate the role perceptions of employability play in mediating association among ICMP and OC. Yet, antecedent variables including career management practices are presented first, followed mediating variable, like IEP, and finally, the OC. Moreover, Hobfoll's 1989 COR theory direct variables incorporated into study model and the anticipated correlations.

To begin with, the COR theory indicated that perceived employability was significant when it came to our research objective, which was to examine influence that ICMP had on IEP. Considering the current career climate, IEP is resource that individuals strive to grow (Baluku et al., 2021). It was already said. Consequently, individuals might depend on additional resources available in environment (Hobfoll, 1989). Resources such as activities that enhance competency may be included in organizational career management techniques (Bargsted et al., 2021). Other resources already possess may also be used (Hobfoll, 1989). Personal resources may include career management strategies developed over time, such as informal networks (Turgut & Neuhaus, 2020). Consequently, we anticipate that views of IEP and ICMP implemented by individuals will be positively correlated.

Second, according to the COR theory, it was essential to incorporate the two outcomes that have been the subject of the most study about career management and OC outcome (for example, Afshari et al., 2020). Employability perceptions and organizational commitment (also known as loyalty to the organization) are strongly correlated. The COR theory holds that organizational commitment should be tied to acquiring and maintaining resources (Fahmi & Ali, 2022). In order

to prevent resource depletion, this connection must be made. Organizational commitment may be strengthened if individuals contribute to the acquisition and preservation of resources by remaining in the organization. In this case, organizational commitment is crucial. When there is a high view of the employability of employees within the organization, there is an increase in organizational commitment. When considering issue of decrease OC, it is possible that individuals will be more eager to quit the business. Whenever employees in an organization are perceived to be employable, the loss of that resource is significant, which makes them hesitant to leave.

Therefore, we anticipate that perceived employability, in addition to ICMP that is positively linked with OC. Lastly, COR theory indicates that organizational commitment plays a crucial role in organizational career practices and perceived internal employability (Afshari et al., 2020). Career management techniques that enhance perceived employability include providing opportunities for skill development and training, offering mentorship programs, and implementing performance management systems that recognize and reward employee growth and achievements. These techniques not only contribute to the acquisition and preservation of resources within the organization but also signal to employees that their employability is valued, thereby increasing their organizational commitment. We anticipate that IEP will also mediate between ICMP and OC.

ICMP

Abga & Bello (2023) define career management as "attempt made to influence development of career of peoples" Career strategies include self-nomination and networking. Networking is the process of establishing connections within an organization in order to gain information, professional guidance, and career assistance. In business, self-nomination refers to taking on additional responsibilities or performing certain functions or activities within the organization.

Soares & Mosquera (2021) proposed framework containing four different tactics, building on the work of Haridas et al. (2022). Two new tactics are added to this framework: developing expertise and career guidance. As part of framework, networking behavior as well as self-nominating are maintained. Only critical expertise does not involve interpersonal behavior when it comes to strategies. Consequently, this approach is considered an intrapersonal strategy. There are three distinct types of career self-management activities, according to Bargsted et al. (2021).

Boundary management, positioning, and influence are all examples of these behaviors. To achieve favorable career outcomes, individuals engage in positioning actions in order to acquire contacts, abilities, and experience. Networking Behavior and Developing Critical Expertise by Succi & Canovi (2020) would connected to these behaviors. A career-related "influence behavior" refers to the attempt to exert influence on the decisions made by those in a key position to achieve desired outcome. We discover a link between Networking Behaviors and Self-Nomination Strategies. Balance must be struck between work demands and the work outcomes outside when managing boundaries. These kinds of behaviors are not referred to in typology (Sulbout et al., 2022).

Individual Employability Perception (IEP)

Simmons et al. (2022) explained networking behavior and visibility are correlated and employability in individual career management. Neither individuals nor organizations were exempt from this trend. Baluku et al. (2021) found that certain characteristics of individual career management positively correlated with employability perceptions, including decision-making, opportunity awareness, and transition learning.

Jackson & Tomlinson (2020) found that ICMP, such as networking and career planning, had a positive correlation with perceived employability. These findings are in agreement with those found in the previous study. They discovered that assessing career-enhancing tactics worldwide can accurately predict individuals' judgments of their employability. These studies demonstrate that individual career practices and external employability perceptions are positively correlated. In this regard, perceptions of employability can clearly be related to external employability since the items used to measure them are related to them. Then again, individual career practices may also aim to enhance an employee's employability within the company. Obtaining relevant experience and competences within the current organization can be acquired through self-nomination. Hence, proposed that.

H1: ICMP Had Positive Significant Relation with IEP

With regard to three components of OC that Allen and Meyer (1990) outlined, this study investigates impact ICMP. Creed et al. (2022) establish career self-management methods has associated with emotional OC. ICMP and OC were related one another. A correlation discovered

between internal networking and global measure of OC by Cherif (2020) but this association was only found for female. Also, Briggs et al. (2012) reported a negative relationship between a low involvement in networks and organizational commitment. Thus far, most studies either measure organizational commitment or focus solely on affective commitment. Hence:

H2: ICMP Had Positive Significant Relation with OC

ICMP are linked to IEP, linked to OC, so perceptions of employability may be related to organizational commitment. Researchers (Turgut & Neuhaus, 2020; Miao et al., 2021) found that certain individual and ICMP were related to OC through IEP. Communication, sharing, and training are some of these practices. The relationship between organizational commitment and performance feedback and rewards, on the other hand, was not found with other practices. Therefore, the following hypothesis is suggested:

H3: Internal Employability Perception Mediates Between ICMP and OC
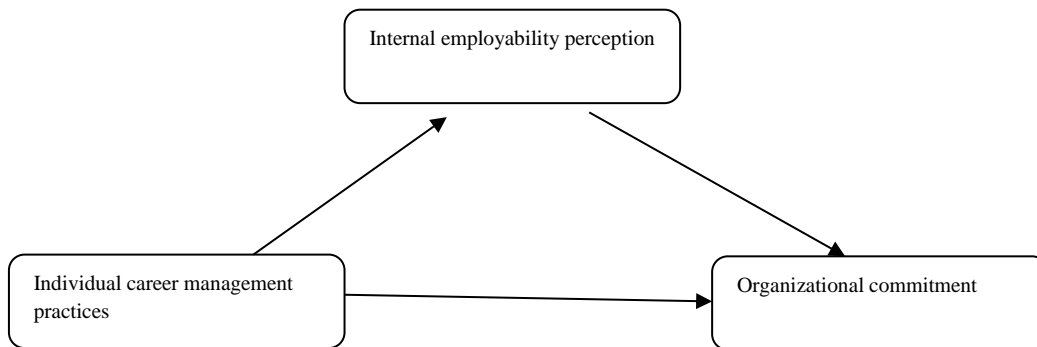

Figure 1 Conceptual Framework

Research Model

Data Collection and Participants

The samples compose of 310 participants, 44.1% females and 55.9% were males. Age of 36.7 years is average for these professionals with 13.1 years of experience. Among participants,

48.3% are family members. The percentage of married people with children is 52.9%. About 51.7% have earned bachelor's or master's degrees from universities, and 27.1% have completed the required twelve years of education. According to the study, 75.9% of the participants are employed by their organizations permanently, indicating that most of them enjoy stable employment conditions. According to the organization's hierarchy, 32.9% of workers are operators, 47.8% (specialized technicians) (qualified personnel), and 19.3% supervisors (directors and coordinators). The private sector employs 63.4% of participants, while the public sector (state-owned) employs 42.7%.

The Measures

A 9-item tool adapted from Noe (1996) was used to assess individual career management practices (ICMP). A total of 4 dimensions like networking behavior ("I've built friendships in the division that could help me advance"), seeking career guidance ("I seek career guidance from experienced members of my unit"), self-nomination ("I inform my supervisor about the jobs I want"), and developing critical expertise ("I attempt to develop skills and expertise in critical areas in the operation of my unit).

Using Rothwell and Arnold's (2007) tool, we assessed internal employability perceptions (IEP). In addition to internal and external employability, the original instrument includes 16 components. The study used only eight internal employability elements (e.g., "people doing the same job as me are highly valued in this organization").

Allen and Meyer (1990) used a 12-item instrument to measure organizational commitment, comprises 3 sub element: Continuance Commitment ("I would not be willing to leave my organization even if I wanted to") Affective Commitment ("I would love to devote the rest of my career to this organization") Normative Commitment ("I would not feel it was right to leave my organization if I received a better offer elsewhere."). Each measure on 5-point Likert scale, where 1 signifies strongly disagree and 5 signifies strongly agree.

Table I. Measurement Model Fit Indices

	Items	Factor Loading	AVE	CR
ICMP	ICMP-1	0.87	0.080	.89
	ICMP -2	0.82		
	ICMP -3	0.85		
	ICMP -4	0.91		
	ICMP -5	0.91		
	ICMP -6	0.91		
	ICMP -7	0.94		
	ICMP -8	0.93		
	ICMP -9	0.90		
IEP	IEP-1	0.88	0.71	0.84
	IEP -2	0.89		
	IEP -3	0.96		
	IEP -4	0.86		

	IEP -5	0.89		
	IEP -6	0.92		
	IEP -7	0.81		
	IEP -8	0.83		
OC	OC -1	0.69	0.62	0.79
	OC -2	0.75		
	OC -3	0.66		
	OC -4	0.87		
	OC -5	0.87		
	OC -6	0.93		
	OC -7	0.74		
	OC -8	0.83		
	OC-9	0.58		
	OC -10	0.83		
	OC -11	0.91		
	OC -12	0.75		

Table 2 Model Fit

	χ2	χ2 Δχ2	CFI	RMSEA	TLI	RMR
ICMP	60.89	2.28*	.97	.071	.97	.02
IEP	215.36	2.37*	.96	.074	.96	.04
OC	11.60	2.33*	.98	.073	.98	.03
Final model	389.37	1.34*	.92	.038	.94	.05

Table: III Discriminant Validity (Fornell-Larcker Criterion)

	Mean	S.D	HRC	IC	IP
HR Configuration	3.27	1.25	(.88)		
Intellectual Capital	3.23	1.13	.28**	(.83)	
Innovative performance	3.20	1.12	.29**	.53**	(.78)

Findings

The hypothesis under consideration was evaluated using Structural Equations Modelling (SEM) and Partial Least Squares (PLS) data analysis. PLS estimate less constrained and the composite factor model, which is useful for exploratory studies (Bakker et al., 2023). Due to its limited-information approach, this strategy is less prone to the repercussions of misspecification in model subparts (Bakker et al., 2023). Most variables not appear normal distribution when tested using Kolmogorov-Smirnov test. As result, PLS should also be used (Cheah et al., 2020)

Analyses Descriptive

We deleted items from the analysis due to poor item dependability revealed by initial PLS analyses. Having examined the impact of eliminating some items having loadings between 0.4 and 0.7 on CR and AVE, as indicated by Cheah et al. (2020) we chose to keep some items with loadings between 0.4 and 0.7. In tables 1 and 2, we display the final items for each construct, along with means and S.D.

Reliability and Validity

Cheah et al. (2020) found that all latent variable composite reliability values exceeded acceptable internal consistency more than 0.7. Indeed, all composite reliabilities exceed 0.8. The composite reliabilities of ICMP, OC and IEP all exceed 0.9. Each composite reliability value exceeds internal consistency of 0.7. To supplement Anderson & Gerbing's convergent validity study (Anderson & Gerbing, 1988), researcher considered bootstrap using indicators' loadings. At the 1% level of significance, all were significant (Table1). so, conclude measurement model (highly convergent). Fornell & Larcker, 1981, determined discriminant validity by comparing AVEs with correlations between latent variables. (Table 3) All couples have higher square roots of AVE than their correlations. The latent variables are more variable with their own assessments than with other constructs, indicating discriminant validity.

Model Estimation Results

Based on evidence the measurement model was reliable and valid. Using the structural model, we tested research suggestion (Cheah et al., 2020). In bootstrapping we found path coefficients presented t-value < 1.96 (p .05). In terms of IEP, ICMP are positively correlated (β = 0.188, p < .01). So, H1 is supported. ICMP is also significantly associated with OC. Therefore, H-2 is satisfied. Additionally, Table 5 provides evidence of significant indirect effects. As regards relationship among IEP operate as mediator among ICMS and OC (H3), results indicate that both ICMP and OC have significant positive indirect impact on IEP (β = 0.136, p < .01, respectively). Therefore, H3 is satisfied and IEP partially mediated.

Table 4 Hypothesis Testing

Path	β	t	p
ICMP - IEP	0.188	2.913	0.004
ICMP - OC	0.080	3.016	0.003
ICMP –IEP- OC	0.136	4.180	0.000

Discussion

This investigation's findings are summarized below. According to data, different organizational practices affect individual career management practices and internal perception of employability in different ways. On the one hand, ICMP is associated with IEP, and on the other hand, they are significantly related. Researchers (Cheah et al. 2020) discovered similar empirical consequences. In addition to these findings, previous studies have also found a significant relationship between individual career management practices (ICMPs) and internal employability perceptions (IEPs). Research findings from several studies further support the notion that organizational practices affect people's perceptions of their employability. Additionally, the study H2 includes and analyses the effects of this variable in greater depth. Additionally, the findings are consistent with those of () who discovered an important correlation between ICMP and OC. Others have also found a significant relationship between Individual career management practices (ICMP) and Internal employability perceptions (IEP) in previous research. It is important for organizations to implement effective career management practices, as this consistency across studies reinforces the validity of the relationship between these variables. Additionally, we found that IEPs with ICMP and OC links have substantial mediation effects. These productive ICMP and OC activities are bridged by the IEP. Numerous benefits can be achieved within an organization through effective career management practices. By enhancing employees' internal perceptions of their employability, employers can increase job satisfaction and motivate their employees. The ability to provide clear career development opportunities and support builds employee retention and attracts top talent, ultimately contributing to the success and growth of the organization as a whole.

Practical Applications and Theoretical Contributions

Organizational behavior and human resource management have extensively studied career management practices. Career management practices are influenced by a variety of factors, including leadership, organizational culture, and individual characteristics. These studies have provided valuable insight into how organizations can design and implement career management programs that align with their strategic goals. Practitioners have developed frameworks and tools to guide organizations in implementing effective career management practices, including competency models, career development plans, and performance management systems. Employers can use these resources to create a supportive and engaging work environment for their employees. Career management can significantly contribute to the success and sustainability of organizations in today's dynamic and competitive business environment by integrating theoretical knowledge with practical applications. Organizations can ensure successful performance by implementing competency models that match the right people with the right roles. The purpose of career development plans is to provide employees with a roadmap for advancement and growth, allowing them to set goals and gain the knowledge and skills they need. As a consequence, performance management systems enable organizations to evaluate and reward employee performance, ensuring that individuals are motivated and recognized for their efforts. When these tools and frameworks are used together, they can create a positive and empowering work environment where employees are empowered and supported to reach their full potential. Organizations can promote continuous learning and improvement through career development plans and performance management systems. Employees can see tangible rewards and recognition for their efforts through these tools, which encourage them to strive for professional and personal growth. Consequently, employees feel more valued and invested in their own success, which in turn leads to increased job satisfaction and loyalty. Positive and empowering work environments drive productivity and success for both individuals and organizations as a whole.

The Limitations and Future Research

More comprehensive studies are needed to examine the specific strategies and interventions that promote career management within organizations. Further research is needed to explore how

career management practices affect different demographic groups, such as gender, age, and ethnicity, as well as how these practices can be tailored to meet the unique needs and preferences of diverse workers. Organizations can optimize their career management practices and maximize their benefits to both employees and the organization by understanding these limitations and addressing them through future research. It is imperative to provide employees with the tools and resources necessary to navigate their career paths in order to promote career management within organizations. Organizations should also provide opportunities for skill development, mentorship, and networking to help employees advance and grow. An organization can foster a culture of continuous learning and advancement by investing in the professional development of its employees and creating a supportive and inclusive work environment. Additionally, leaders within the organization should encourage and support their employees' career aspirations. A regular check-in, goal-setting sessions, and performance evaluations that focus on individual development can help achieve this. Further, organizations should recognize and reward employees' achievements and progress through ongoing feedback and recognition. Employers who prioritize career development and create a supportive culture can attract and retain top talent, ensuring long-term success and competitive advantage. Additionally, providing employees with professional development and training programs can help them take on new challenges and advance in their careers. Additionally, mentorship programs can help employees gain guidance from experienced professionals. Organizations can empower their employees to reach their full potential and contribute to the company's success by fostering a culture of continuous learning and development. As a result of investing in the career growth and fulfillment of employees, companies are able to increase productivity and innovation because they have a more motivated and engaged workforce.

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